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20 MAY 1957

MEMORANDUM FOR: Project Review Committee  
SUBJECT: CIA Civilian Specialist Reserve

1. OBJECTIVE:

To establish a readily available pool of trained civilian specialists whose skills would be required by the Agency in the event of war or general emergency.

2. ORIGIN AND POLICY GUIDANCE:

a. Origin: The need for a Civilian Reserve Program to provide qualified personnel assuredly available to the Agency in event of a wartime expansion has long been recognized. In February 1956, the Office of Defense Mobilization invited the Agency to establish a unit of the National Defense Executive Reserve composed of senior executives which had been authorized by Executive Order 10660, dated 16 February 1956. A study was conducted at that time by the Office of Personnel with the aid of a task force on which there were representatives of the Office of General Counsel, Office of Personnel, Office of Training, Office of Communications, Office of Security, and Office of the Deputy Director (Intelligence). The conclusion was reached that CIA had a greater need based on demonstrated requirements for a specialist reserve composed of technical personnel such as communication and medical technicians, psychologists, investigators, interrogation specialists, and so on, than it did for an executive reserve at a higher echelon. The task force further concluded that establishment of a Civilian Specialist Reserve was feasible using the authority vested in the Director by Public Law 110. The Office of Communications on 6 June 1956 and the Office of Training on 27 June 1956 presented staff studies urgently recommending initiation of such a program.

b. Phase Propositi: The proposal was originated in Headquarters as a result of anticipated needs resulting from war planning and emergency studies.

3. SITUATION:

At the 32nd meeting of the Career Council held on 15 September 1956, a staff study, "CIA Specialist Reserve Program" was presented

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together with a proposed Appointment Instrument and a proposed CIA Regulation. Although the Council approved in principle the establishment of a Civilian Specialist Reserve, it recommended that a pilot project be developed for submission to the Project Review Committee in lieu of establishing the Reserve by Agency regulation as was originally planned.

#### 4. PROPOSAL

By use of the authority vested in the Director of Central Intelligence by Public Law 110, to establish in CIA by means of a pilot program, a Specialist Reserve composed of civilians whose skills and qualifications would be essential to the Agency in time of war.

#### 5. OPERATIONAL OUTLINE:

a. Sub-proposals or Tasks: An initial authorization of 250 spaces is requested for the Civilian Specialist Reserve although it is not anticipated that more than 50 spaces will be obligated in the first year of the program. Spaces would be allocated by the Director of Personnel distributed as to number, type, and grade by units to those operating components of the Agency that had requested the establishment of a unit of the Reserve in support of their mission in wartime. The Director of Personnel would approve each request for the establishment of a unit. Nominations of personnel could be submitted by ~~name~~ to the Director of Personnel against these allocations, who would then be responsible for the recruiting, appointing, and assigning of candidates thus named; the spotting of additional potential members of the Reserve and forwarding their names with qualifications to components having Reserve units for their concurrence as to appointment; the calling of reservists to training duty, and in event of national emergency, to full duty with the Agency. Reservists who are security and medically cleared would receive an appointment certificate for an indefinite period after accepting the provisions contained in the Agency's Specialist Reserve Agreement (Attachment 1). Appointment criteria, compensation benefits, responsibilities, and reasons for termination of appointment would be specified in these agreements (Attachment 2). In addition, a Personnel Action, SF-50, would be executed (Attachment 3). It is planned to assign reservists twice to Headquarters during the initial year of membership in the Specialist Reserve; at the time of appointment for a period of three days to complete entrance procedures, orientation, and security indoctrination, and a second time for annual training.

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- b. Key Personnel: As indicated above.
- c. Influenceous Groups and/or Leaders: Not applicable.
- d. Target Groups: U. S. personnel having skills and abilities useful to the Agency in event of general emergency.
- e. Duration: It is anticipated that this would be a continuing project for the foreseeable future.
- f. Graphic Illustrations: Attachments 1, 2, and 3 show actual examples of official personnel actions and agreements to be used.

**6. SECURITY:**

- a. Cover: Although in most cases cover would not be a requisite, there may be some instances in which normal employment of the reservists could be exploited for cover possibilities.
- b. Knowledgability: Reservists would be knowledgeable of their connection with CIA and in all likelihood, many of their friends and business associates would become witting of this connection.
- c. Operational Security: Operational security would be protected by making the training program a formal one. In those instances where on-the-job training was required, this would be given only in selected places under carefully controlled conditions.
- d. Risk: Some public and Congressional relations risks may be involved in the beginning of this program since the mere fact that the CIA is recruiting a reserve is open to a variety of interpretations by those having some knowledge of its mission. Furthermore, the matter of calling up the reserve in a period of tension or crisis would be a delicate one that might have undesirable repercussions. There is also a risk involved in the cover of the training establishments utilized owing to the increased numbers who would be receiving training at these locations. These risks can be minimized by careful pre-selection of candidates, discrete recruiting, and thorough security indoctrination.
- e. Personal Disposal: In view of the fact that the reservist is not dependent upon the Agency for livelihood or career, termination of relationships where necessary can be accomplished readily without complications.
- f. Disaster Plan: Each reservist would be informed as to place of reporting in event of national emergency and disruption of facilities.

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## 7. COORDINATION:

- a. Relation to Other Projects: No relation to other projects as such. Agency reserve activities will be fully coordinated so that there is no duplication.
- b. Significance within Over-all Program in Area: This program would be coordinated very closely with the Agency's military reserve program through administrative arrangements already in being between the Agency and the Department of Defense.
- c. Object of Coordination: In addition to the operating components in which units might be established, five offices are directly involved in servicing the program; the Office of Personnel, Office of Training, Office of Security, Comptroller, and the Medical Staff. Each has a specific function to perform. However, for the purposes of control and in consonance with CIA [redacted] "Personnel Mobilization Planning," the Director of Personnel would accomplish the required coordination including the assignment of available specialist reservists to established units on the basis of detailed manpower requirements. The Office of Personnel would administer a budget for the direct cost of the program.

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8. CONTROL:

- a. Nature of: All communications between reservists and the operating components concerned would be channeled through the Office of Personnel which would maintain the correspondence files.
- b. Administrative Plan: Not required. Annexes for Training, Medical, Personnel, and Security, which will establish procedures and methods for accomplishing these requirements, are attached at Annexes A, B, C, and D.
- c. Reports: An annual report will be prepared by the Director of Personnel and offices having a reserve unit, and personnel statistical reporting will include the Specialist Reserve.

## 9. BUDGET DATA:

- a. Total Over-all CIA Funds Required for FY 1962: It is estimated that approximately 50 persons would enter program the first year. On the basis of direct cost estimates of \$136 per

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person for original trip to Washington at time of appointment, and of \$526 per person for subsequent training tour, the total over-all CIA funds required for FY 1958 amount to \$33,160.

- b. Availability of CIA Funds Required: The requirement would be for vouchered CIA funds. The Director of Personnel has placed in his preliminary estimates for 1958 the sum of \$60,000 for reserve programs. This request was deleted in subsequent Bureau of the Budget hearings with the understanding that the program would be re-evaluated and forwarded as a project. If approved, the project will be included in the operating budget submitted for fiscal year 1958.
- c. Non-CIA Funds: Not required.
- d. Foreign Currency: Not required.
- e. Pending: Not applicable.
- f. Financial History: Not applicable.
- g. Future Requirements: In requesting authorization of 250 personnel in this program, it is realized that this objective could not be met within the coming fiscal year. However, recruitment efforts should result in appointments in the following fiscal year for which the sum of \$156,750 is sought to accommodate approximately 250 members at the following average cost per capita:

DIRECT COST ESTIMATE

Per Diem (12 days > \$12)	\$ 36
Transportation (average should not exceed)	<u>100</u>
	<u>\$136*</u>
Salary (1 two-week period average GS-11 level)	246
Per Diem (15 days < \$12)	180
Transportation (average should not exceed)	<u>154</u>
	<u>\$580</u>

\* Required in year of appointment only, thereafter annual cost should not exceed an average of \$526 per person.

10. SUPPORT DATA:

- a. Total CIA Personnel: No additional CIA personnel would be required immediately to support a pilot specialist reserve

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program on the assumption that offices concerned can absorb the indirect cost of clearances, administration, and training within the current ceilings. This situation would require a review during the coming fiscal year as the program takes form.

b. Trainings: The reserve training problem is a major one with the detailed requirements and methods covered in the training annex (Annex A).

c. Material: Not applicable.

d. Communications: Existing facilities.

e. Other CIA Support: Special support will be required from the Office of Operations in the use of Contact Field offices for maintaining contact with reservists, possibly through the medium of periodic evening meetings. Other support requirements are covered in annexes for Medical, Personnel and Security (Annexes B, C, and D).

f. Support Required for Other United States Agencies: Official liaison will be required with the Office of Defense Mobilization to obtain recognition for the Civilian Specialist Reserve in their manpower planning on a national level, and with the Civil Service Commission which is designated as the manpower control authority for civilian personnel of the Federal Government in event of emergency. Present administrative arrangements with the Selective Service System will provide for the necessary exchange of information required by this control of the nation's youth. Every effort will be made to minimize this liaison by concentrating the program on prospects who have fulfilled their military obligation.

II. GENERAL CONSIDERATIONS:

a. Current Status: The Civilian Specialist Reserve is in the proposal stage only.

b. Commitments: There are no commitments with relation to this proposal.

c. Effectiveness: Project is not yet operative, therefore, no analysis of effectiveness is possible.

d. Anticipated Results: It is expected that the program will give the Agency sources of skilled manpower which are not presently available to it and reduce the dependency on other agencies, particularly the military, in the emergency situations.

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It would provide replacement for those Headquarters Staff Personnel who might be needed immediately in overseas locations. A Specialist Reserve would have additional value as a source of prospects for permanent employment to replace attritional losses in peacetime.

e. Evaluations: The effectiveness of the proposed project can be measured in terms of the Agency's ability to recruit qualified personnel to meet identified requirements. Evaluation then becomes a matter of reviewing the state of readiness of the reserve, which can be done in connection with annual tours of training duty.

f. Policy Questions: There is no present legislative intention to impose upon any civilian an obligation to serve the Agency specifically in event of war. The Office of Defense Mobilization has indicated that official recognition of the Agency program can be given in the broad field of manpower priorities. The policy question, therefore, is whether or not the Agency wants to embark on a program for an unknown number of years without, in the final analysis, having firm control over the individual at the time when most needed.

g. Congress: No action with respect to the Congress is contemplated.

h. Extra-Agency Action: Such advice and assistance will be sought from the Office of Defense Mobilization and Civil Service Commission as is necessary to obtain recognition for the Agency program in the Government's emergency manpower planning.

i. Proprietary Companies: Not applicable.

j. Special Considerations: Not applicable.

k. Liquidation: If unsuccessful, the Civilian Specialist Reserve could be liquidated by terminating all appointments.

*Gordon M. Stewart*

Gordon M. Stewart  
Director of Personnel

Attachments:

- 1 - Certificate of Appointment
- 2 - Terms of Agreement
- 3 - SF-50
- A - Training Annex
- B - Medical Annex
- C - Personnel Annex
- D - Security Annex

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